



ACADEMY

# Sustainability in Football Compact Course

With academic support from

**SDA Bocconi**  
SCHOOL OF MANAGEMENT



PRESENTED BY

**UEFA**





A TRANSFORMATIVE  
COMPACT COURSE  
TO ELEVATE YOUR  
SUSTAINABILITY  
EXPERTISE

# FOREWORD

Football is not just a game; it is a global phenomenon that unites millions of people across diverse cultures and backgrounds. With this immense influence comes a profound responsibility to lead by example, which is why we have launched the new Sustainability in Football Compact Course. This initiative is a strong demonstration of our commitment to fostering a more sustainable future for the sport we cherish.

This unique course will form a vital component of UEFA's overarching sustainability strategy and is designed to embed sustainable best practices at

every level of football while ensuring our national associations are prepared for the social and environmental challenges impacting our industry. More broadly, it is intended to enhance the capabilities of sustainability managers at football organisations in Europe and beyond by giving them the tools and knowledge to drive sustainability initiatives at all levels of the game.

Theodore Theodoridis  
UEFA General Secretary



## Who

Sustainability managers at football organisations, in particular at clubs and national associations – whether newly appointed or looking to maximise their impact



## Starting in

Once a year in summer



## How long

4 days



## Where

SDA Bocconi campus in Milan



## Price

€3,400



## Number of participants

30



## Academic certification

Certificate of completion awarded by SDA Bocconi, EFC & UEFA Academy



## Language

English

## Sustainability in Football Compact Course (SFC)

**The SFC aims to equip those responsible for social and environmental sustainability within football organisations with the essential knowledge, practical tools and soft skills needed to enhance and drive sustainable practices at all levels of the game.**

### Programme overview

The Sustainability in Football Compact Course is designed to empower sustainability managers in football organisations by enhancing their skills and knowledge of the subject. By participating, you will engage in interactive workshops and presentations led by industry experts and academics on topics ranging from a general introduction to sustainability, social issues, the environment, policy as well as how to monitor and report on sustainability initiatives.

Developed in partnership with EFC and SDA Bocconi, the course ensures the content delivered meets the highest standards and creates a long-lasting impact for both national associations and clubs, while also providing invaluable academic credibility.

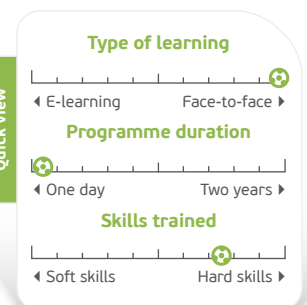
Over the four days you will develop your own sustainability action plan to drive and enhance sustainability within your football organisation. Bringing together insights and content from both within and outside the football industry will ensure you gain a comprehensive understanding of the latest trends and best practice.

While the course is intended for sustainability managers in national associations and clubs, the programme is also open to participants from other key stakeholders (leagues, confederations, etc.).

### Learning outcomes

- A comprehensive understanding of sustainability principles and best practices
- A sustainability action plan for your organisation and for measuring your impact
- An enhanced ability to communicate and advocate for sustainability within key football stakeholders
- Join a thriving network of sustainability managers in the industry

Quick view







#### DAY1 CREATING A SUSTAINABILITY VISION AND BUILDING YOUR FOUNDATIONS

You will gain a broad understanding of sustainability in the football industry while exploring global trends and market expectations. You will learn how to craft sustainability action plans focused on risk mitigation and innovation, and develop the skills - through interactive sessions - to drive cultural transformation for lasting impact.

#### DAY2 TACKLING EMISSIONS, THE CIRCULAR ECONOMY AND SUSTAINABLE EVENTS

Key topics will include how to reduce carbon footprints by examining emission sources and setting measurable targets aligned with global climate goals. Moreover, best practice examples and insights from leading experts will enhance your understanding of circular economy principles, as well as how to operate sustainable events and infrastructure.

#### DAY3 PROTECTING AND RESPECTING HUMAN RIGHTS

You will learn about human rights principles to ensure a safe, respectful environment, including policies to protect children, young adults and other and vulnerable groups. Learn how to create an inclusive culture by implementing robust DEI initiatives.

#### DAY4 MEASURING AND REPORTING SUSTAINABILITY

You will gain a deeper understanding about regulations impacting sustainability reporting in football and conduct materiality assessments to prioritise key issues for stakeholders. Data and KPIs will be leveraged to drive continuous improvement and communicate sustainability impacts. The course will conclude with a graduation ceremony.

### Testimonials



“ This compact course is a game-changer for the football industry. It empowers the staff of national associations to develop their knowledge to implement impactful sustainability initiatives in their organisations, ultimately leading to a more positive outlook for the future of football. ”

■ Laura McAllister, UEFA Vice-President and Chair of UEFA Social and Environmental Sustainability Committee



“ Sustainability is no longer a choice; it's a responsibility. This course is an excellent opportunity to equip club professionals with the knowledge, tools and network to effectively drive the sustainability agenda. If you're serious about making a difference, this is the place to start. ”

■ Niclas Carlén, EFC Board Member from Malmö FF and lead of the EFC Sustainability working group

# A WORD FROM EFC

Sustainability is ever more integral to how European football must operate and EFC has set a clear path to help clubs move from ambition to action. The game is changing fast and clubs that treat sustainability as a core part of their business strategy will be better placed to adapt, grow and stand out.

Our ongoing work with UEFA in this space is building a strong, skilled network of sustainability managers across clubs, leagues and federations. This Sustainability in Football Compact Course plays an important role in that

effort. By giving sustainability teams the knowledge, confidence and practical tools they need, we are helping the game develop leaders who can drive lasting impact.

This course ensures clubs see sustainability not only as a responsibility but as a genuine strategic opportunity. By embedding it across their operations, they can create value for their organisations and for the communities they serve.

Charlie Marshall  
CEO, EFC



## About the UEFA Academy

Building on the professional excellence UEFA has developed throughout its history and the learning initiatives created over the last decade, the UEFA Academy provides educational programmes for individuals and organisations to constantly elevate the game of football.

Consult our catalogue of courses on [UEFAacademy.com](https://uefaacademy.com)

## About the EFC Campus

EFC Campus is the hub for the European Football Clubs's education and knowledge-exchange initiatives, driving club excellence across Europe. Built on the pillars of knowledge, education and impact, it delivers practical, club-focused learning initiatives tailored to members' needs. Combining cutting-edge theory with actionable insights, EFC Campus equips professionals with tools to address challenges and achieve real-world results.

## About SDA Bocconi

SDA Bocconi supports the continuous growth, improvement and transformation of people, companies and organisations. It has designed an offering to meet the changing needs of the modern world, becoming a global leader in education. SDA Bocconi is an international school based in Milan, with the biggest urban campus in Europe, new headquarters in Rome and a pan-Asian hub in Mumbai.

## Application process

Eligible candidates must apply online at [uefaacademy.com](https://uefaacademy.com) and complete the application form before the **8 March 2026**.

Full attendance is required to qualify for the certificate of completion. If you have any questions on the application process, please contact [academy@uefa.ch](mailto:academy@uefa.ch)

We welcome participants from diverse backgrounds and cultures, recognising the unique value that diversity brings to our programmes. In line with this commitment, we especially encourage applications from women and individuals working in women's football. If you have any uncertainties about meeting specific programme criteria, please feel free to contact us.

## LIFT certification

The UEFA Academy was awarded the LIFT (Learning Impact for Today and Tomorrow) by EFMD for the period 2024 to 2027. This certification recognises the impact of the UEFA Academy programmes on its participants, their organisations and society at large.



## Be part of the UEFA Academy Alumni Association

After graduation, your journey continues. Join a global network of 3,000+ football professionals, take part in exclusive events, and stay connected through dedicated platforms and expert-led sessions.





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# Contact us

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